

**New York City Housing Authority
 HUD Agreement Action Plan (Phase I) – Mold and Leaks**

Obligations: B.17, B.18, B.19, B.20 Baez v. NYCHA Modified Amended Stipulation and Order of Settlement

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Executive Summary

The table below summarizes each of the Phase 1 Actions NYCHA will take to comply with obligations B.17, B.18, B.19, and B.20 under the HUD Agreement. Further details on each action is provided in this Action Plan.

HUD Obligation	Action Item	Start(ed) By	Complete(d) By
B.17a	Further Streamline Mailing of Remediation Plans		
	Changes to Mold Standard Procedure (SP)	Completed	Completed
	Further streamline mailing of Remediation Plans	1/2/2020	3/15/2020
B.17a	Hiring Resident Communications Coordinators and Increasing Staff Capacity for Initial Inspections		
	Hire 30 Resident Communication Coordinators (RCCs)	1/2/2020	6/30/2020
	Identify internal candidates who can be trained on Mold Busters and conduct initial inspections	1/2/2020	3/31/2020
B.17b	Eliminating Back-Log of Long-Term Mold Work Orders		
	Send individual action plans to 139 consolidations with aging work orders	Completed	Completed
	Reassign work orders to property “owner groups” in Maximo	1/27/2020	3/30/2020
	Address 300 work orders per week across both mold categories to complete all 7,306 remaining long-term work orders	2/3/2020	7/22/2020
B.17b	Hiring Additional Staff in Multiple Trades		
	Hire additional staff in multiple trades, including maintenance workers and plumbers	3/31/2020	9/30/2020
B.17b	Executing Mold Assessor and Mold Remediator Contracts		
	Execute two Mold Assessor contracts	Completed	Completed
	Execute five Mold Remediator contracts	6/2/2019	5/1/2020
	Develop and adopt a new relocation policy guidance for extreme mold conditions	1/14/2020	3/15/2020
B.17b	Restructuring Skilled Trades Scheduling and Improving Communications Practices		
	Working group writes and agrees to skilled trades scheduling SP and applicable new IT rules	Completed	Completed
	New SP designed as an IT solution to be implemented at select locations for testing	2/3/2020	4/30/2020
	Launch IT solution at select locations, train staff at these locations, and make corrections as needed	5/1/2020	7/31/2020
	IT solution launched NYCHA-wide and staff trained (rolling release)	8/3/2020	9/30/2020
B.17b	Improving and Repairing Mechanical Ventilation		
	Commit federal and state funding (from Healthy Homes and from CPD) for portfolio-wide ventilation upgrades	6/1/2019	12/31/2020
	Perform ventilation work in 24-50 units per day until completion	5/1/2020	6/30/2021*
B.17b	Developing Clear and Enforceable Protocol for Roof and Roof Fan Inspections		
	Exhaust Ventilation Pilot Project	3/15/2020	4/15/2020

	Develop and adopt a new SP for Roof and Roof Fan Inspections	7/1/2020	9/30/2020
	Adhere to SP including by conducting and keeping records of (1) monthly roof and roof fan inspections, (2) semiannual and weather-related inspections of roof conditions, and (3) semiannual preventive maintenance of roof fans.	9/30/2020	Ongoing
B.17b	Improving Resident Engagement and Awareness Regarding Mold Prevention		
	Update “Controlling Mold in Your Apartment” document that is provided during every mold initial inspection to include guidance on washers and dryers.	2/11/2020	3/15/2020
	Provide a notice to property managers and operations staff regarding washer and dryer policies.	3/16/2020	3/20/2020
	Send Mold Busters resident informational campaign solicitation to Monitor for review	3/3/2020	3/15/2020
	Identify resident leaders, community partners and/or other agency partners to help develop Mold Busters resident informational campaign	2/24/2020	3/31/2020
	Launch Mold Busters resident informational campaign	5/1/2020	1/29/2021
	Create targeted outreach and collateral materials including short videos, window clings and other items for locations with no mechanical ventilation.	3/31/2020	5/1/2020
	Distribute targeted outreach and collateral materials to locations with no mechanical ventilation.	5/1/2020	1/29/2021
B.17b	Ensure All Staff Are Trained to be “Mold and Leak Ready”		
	Ongoing training of existing and newly onboarded staff on the Mold Busters process		Ongoing
	Learning and Development Department will oversee a third-party vendor in conducting “Mold Ready” field and class training for 511 staff members	2/2/2020	12/31/2020
	Retraining 2,900 staff members trained during initial “Mold Busters” rollout.	2/1/2021	12/31/2021
B.17c	Increase Staff Capacity for Emergency Leaks		
	Emergency Services Department to hire two plumbing teams and a plumbing supervisor	Completed	Completed
B.17c	Creating new Standard Procedure for Leak Control		
	Working group writes and agrees to leak repairs SP and applicable new IT business rules.	12/4/2019	3/31/2020
	New SP designed as an IT solution to be implemented at select locations for testing.	4/1/2020	4/30/2020
	Launch IT solution at select locations, train staff at these locations, and make corrections as needed.	5/1/2020	7/31/2020
	IT solution launched NYCHA-wide and staff trained (rolling release).	8/3/2020	9/30/2020
B.18	Provide Residents with the Opportunity to Authorize Access in their Absence		
	Implement a policy requiring Borough Schedulers to provide the resident with the opportunity to authorize access in his or her absence.	Completed	Completed

	Implement a policy requiring development staff place a 48-hour notice on residents' doors before the day of the next available skilled trades appointment	Completed	Completed
B.19	Existing Policies Already Prevent Staff from Closing out Mold and Leak Related Complaints		
	NYCHA removed staff's ability to close leak work orders due to "Resident Not Home."	Completed	Completed
B.20**	Ombudsperson Call Center		
	Implemented pilot Ombudsperson Call Center at Jefferson Houses	Completed	Completed
	Phased assessment of pilot to determine appropriate staffing and other logistics for a portfolio-wide Call Center and to identify other issues.	2/3/2020	5/3/2020
	NYCHA's General Services Department and IT will update applicable forms to include Ombudsperson name and contact information.	2/3/2020	7/1/2020
	Phased portfolio-wide rollout of the Ombudsperson Call Center.	2/3/2020	7/1/2020
B.20**	Respond to Long-Term Leak Work Orders		
	Address 350 parent leak work orders per week to complete aging leak work orders backlog	2/3/2020	3/17/2021
General	Progressive Discipline Protocols for Non-Compliance		
	NYCHA will adhere to the disciplinary and compliance protocol outlined in the Mold Busters Standard Procedure.		Ongoing
	Compliance Department will maintain all written reports, recommended corrective actions, management responses and other supporting materials. Compliance will prepare regular reports for the Chair and GM on these matters.		Ongoing

*The timeline on this initiative is projected to go past HUD Agreement B.17b timelines. As this is a preventative measure and a large project, it will also help achieve compliance with B.15a and B.15c.

**Obligations for Baez v. NYCHA will go beyond the two-year plan presented in this document.

Desired Outcomes of the Mold and Leak Action Plans

The January 31, 2019 agreement between the New York City Housing Authority (NYCHA), the U.S. Department of Housing and Urban Development (HUD), and New York City (hereinafter the Agreement) outlines a schedule of milestones and requirements relating to NYCHA's response to mold and moisture conditions.

This Action Plan is a Phase I plan and only addresses the set of mold and leak obligations that must be completed within two years of January 31, 2019. These obligations are detailed in Exhibit B, Sections 17 through 20 of the Agreement and explained throughout this plan.

In sum, this Action Plan outlines the actions NYCHA will take to meet the following key goals by January 31, 2021:

- In 95% of instances in which a resident reports a mold complaint that is verified, NYCHA will provide a remediation plan to the resident within 5 days;

- In 95% of mold cases, NYCHA will remediate simple cases within 7 days and complex cases within 15 days;
- In 95% of flood, leak and moisture cases, NYCHA will stop flooding and leaks from above within 24 hours and take preventative steps to ensure that they do not lead to mold.

A second set of mold obligations that must be completed within five years of January 31, 2019 will be addressed by a forthcoming Action Plan that will be submitted as a Phase II. These obligations are outlined in B.15 and pertain to reducing instances of recurring mold. The following paragraphs will address how NYCHA’s mold Standard Procedure (implemented across the NYCHA portfolio as of September 2, 2019) is already reducing rates of recurrence.

Nearly 35,000 mold work orders were reported in 2019¹ and many of these work orders were for recurring mold. These recurrences often occur when the mold’s underlying cause or moisture sources are not identified and eliminated. To prevent mold, the most important task is to eliminate sources of moisture. Mold grows when spores find both food and water. Mold spores and organic material (food for mold) are everywhere, but mold is only able to thrive in the presence of water. Water can enter an apartment through cracks and gaps in roofs, leaking pipes, walls, and seals around windows, and can migrate downward from floor to floor. Moisture is also generated by cooking steam, showers, and moisture evaporation from hanging wet clothes.

NYCHA is taking incidences of mold into account in its capital planning and experience shows that comprehensive unit inspections and coordinated repairs can work in tandem to identify and address root causes. In 2017-2018, NYCHA tested a new, root-cause-focused approach to mold elimination at 10 Consolidations: Albany Houses, Drew Hamilton, James Monroe, Jefferson Consolidated, Millbrook Consolidated, Reid Consolidated, South Jamaica, Unity Plaza Consolidated, Wise Towers Consolidated, and Wyckoff Gardens Consolidated. After testing this new approach and finding it successful, NYCHA revised its Standard Procedure for addressing mold complaints and began citywide roll out of Mold Busters in January 2019. Mold Busters implementation reached all developments on September 2, 2019, ahead of the mandated Revised Baez Consent Decree deadline of December 31, 2019.

In the Quarter 22 report, the Baez Independent Data Analyst (Steinkamp, 2019)² highlighted that data produced during the last quarter from sites where the NYCHA Standard Procedure SP 040:14:1,³ Mold/Mildew Control in NYCHA Residential Buildings was implemented, confirmed that the recurrence of mold in these consolidations was low (see **Figure 1**).⁴ This is evidence of the success of the new SP’s implementation and demonstrates its ability to facilitate the elimination of underlying root causes of mold.

Quality assurance inspection was introduced by *SP 040:14:1 Mold/Mildew Control in NYCHA Residential Buildings, Revised* and is designed to ensure that the root cause of the mold is addressed in every mold complaint. Upon a failed quality assurance inspection, a reinspection work order is immediately created, and development staff must go through a process of identifying the mold/water damage/moisture’s root cause (identical to the initial mold inspection). In accordance with SP 040:14:1, quality assurance work orders are not generated for “Unfounded” mold work orders. However, NYCHA’s Call Center Representatives currently perform follow-up calls to residents pertaining to founded and

¹ N. Steinkamp (personal communication, March 6, 2020)

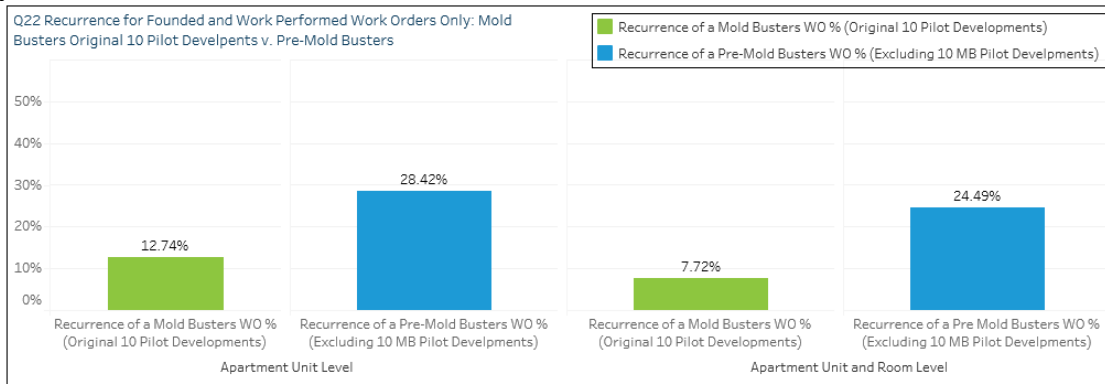
² Note that all data in the Action Plan reported by NYCHA or the Baez Independent Data Analyst has not been verified by the Monitor.

³ SP 040:14:1 is official NYCHA policy and will be subject to review and assessment at least once per year to ensure that it remains in line with industry best practices. The Monitor will be advised of any proposed adjustments during each annual review.

⁴ Steinkamp, N. (2019). *Leak, Mold and Excess Moisture Remediation Compliance Report – August 1 – October 31, 2019*. New York City: Stout Risius Ross, LLC.

unfounded mold work orders completed at least 30 days prior. During these calls, residents may report mold recurrence cases. If a recurrence is reported, a follow up Mold Busters work order is created.

Figure 1: NYCHA’s Mold Recurrence Metrics from Quarter 22 Report from the Independent Data Analyst



In summary, this Phase I **HUD Agreement Action Plan** is designed to meet obligations B.17, B.18, B.19, B.20 through the following focus areas:

- Eliminating the backlog of long-term pending work order tickets;
- Increasing skilled trades and maintenance worker staffing levels, and augmenting additional needs through vendor contracts;
- Lowering response times through automation of scheduling;
- Preventing mold occurrences through ventilation upgrades; and
- Implementing a campaign designed to work with residents to mitigate and prevent mold.

NYCHA will cooperate with the Monitor to assess compliance with this action plan 3, 6, and 9 months after its approval.

Phase One Mold and Leak Action Plan

NYCHA’s actions to achieve compliance with Exhibit B, Sections 17-20 of the HUD Agreement are listed below each referenced section. The action items assume a **two-year** compliance schedule (starting from the effective date of the HUD/SDNY Agreement – January 31, 2019) and NYCHA provides the following details pertaining to each action: how each action will ensure compliance with the specified subpart and how each action will be accomplished.

Relevant Obligation	
B.17a	For 95 percent of instances in which a resident reports a mold complaint that is subsequently verified or NYCHA identifies mold in a unit, consistent with the NYCHA Standard Procedure SP 040:14:1, Mold/Mildew Control in NYCHA Residential Buildings, Revised December 19, 2018, within five business days of the resident reporting or NYCHA identifying mold in the unit, NYCHA shall prepare and provide a written plan for addressing the root cause to the resident. NYCHA may meet this standard by mailing a copy of the written plan to the resident via U.S. or electronic mail within the five-day period.

Action 1 (B.17a): Further Streamline Mailing of Remediation Plans

Description of Action 1 (B.17a):

In order to achieve compliance with subpart B.17a of the HUD Agreement, NYCHA will adhere to its Mold Standard Procedure. The Mold Standard Procedure (SP) 040:14:1, Mold/Mildew Control in NYCHA Residential Buildings is expressly incorporated by reference into this Action Plan and it can be found on NYCHA’s Mold Busters [webpage](#).⁵ NYCHA will also make additional automation improvements, make use of information generated through Maximo, Siebel and Neopost, and will improve timelines for printing and mailing Mold Remediation Plans. See NYCHA’s timeline to compliance with B.17a on **Table 1**.

Table 1: Achieving B.17a Compliance Milestones

Key Milestones/Deliverables	Planned Complete Date
Implementation of Standard Procedure across portfolio	9/2/19
Monitor compliance with 5-day timeline	Ongoing
85% of inspection review plans prepared and mailed to the resident within 5 days	4/31/20
90% of inspection review plans prepared and mailed to the resident within 5 days	8/31/20
95% of inspection review plans prepared and mailed to the resident within 5 days	1/31/21

NYCHA has already made the following changes to its Mold Standard Procedure to improve NYCHA’s existing ability to meet the requirements of subpart B.17a:

- Requiring the resident to select a scheduled date for the initial inspection within 4 calendar days of the date of the mold complaint. If the resident is unable to schedule a date within 4 calendar days of the date of the call, the resident is advised that NYCHA will visit the apartment within 48 hours to conduct the inspection.
- Assigning dedicated Borough Schedulers from the Planning Units to schedule and confirm initial inspections with Property Management after a resident mold complaint is recorded through the CCC or MyNYCHA App.
- Requiring that NYCHA’s Office of Mold Assessment and Remediation monitor the efficiency of mold work order scheduling and provide follow up recommendations to the regional asset manager or skilled trades deputy director, as applicable. The RAM must then investigate and respond to these reports.

Still, the standard of scheduling initial inspections within 4 days was met 68 percent of the time in the month of December 2019.⁶ To get into compliance with B.17a, NYCHA will need to complete initial inspections within 4 days in at least 95 percent of all instances.

For the purpose of context, the specific steps currently used to generate the Mold Remediation Plan are:

- A NYCHA PMS, APMS, or PM (as defined in **Appendix D**) conduct an initial inspection (scheduled within 4 days of the recorded complaint) of a resident’s apartment and finds evidence

⁵ <https://www1.nyc.gov/site/nycha/residents/mold-busters.page>

⁶ Stout Risius Ross, LLC. (2020, January 30). NYCHA IDA Reports – NYCHA Mold Busters 2.0 by Month Created Days Difference Between Work Order Creation and Actual Finish Date of Inspection. Retrieved from https://bi.stoutadvisory.com/#/views/NYCHAMoldBusters2_0ActualFinishofInspection/MonthCreated?.iid=1

of mold, water damage, or excessive moisture. During this inspection, in buildings with mechanical exhaust ventilation, the adequacy of airflow rate into the exhaust grill is also assessed.

- Using their handheld device, the PMS, APMS, or PM selects a root cause along with the next steps needed for remediation. Once the inspection is complete, the inspection results are submitted to Maximo (the average inspection lasts 12 minutes).
- Using inspection results, Maximo instantly generates a digital Mold Inspection Review Form (Mold Remediation Plan). A sample Mold Inspection Review Plan is included as **Appendix A**.
- After Maximo generates the Mold Remediation Plan, the file is shared with NYCHA's customer relationship management (CRM) software, Siebel. Once Siebel has access to the Mold Remediation Plan, it is instantly shared with NYCHA's shipping and mailing software, Neopost.
- Once the Mold Remediation Plan has been shared with Neopost, the document is immediately placed into the queue for NYCHA's General Services Department to print, fold, and insert into an envelope each Inspection Review Form using high production printers.
- After envelopes are prepared, General Services transports the Inspection Review Forms from NYCHA's Print Shop to NYCHA's Mail Center where each letter is metered and trayed.
- This correspondence is picked up by a vendor who delivers it directly to the US Post Office.

Implementation of Action 1 (B.17a):

NYCHA will further improve the timeline and comply with B.17a by separating Mold Remediation Plans from the general printing queue and assigning them a higher printing priority. By isolating Mold Remediation Plans during the printing and mailing process, NYCHA will also be able to confirm the exact date that Mold Remediation Plans are mailed. This new process would also allow NYCHA to require certified mail pick-up and delivery. These improvements will be complete by March 15, 2020.

NYCHA's IT department also recently created a dashboard to monitor compliance. A snapshot of this dashboard is included below (**Figure 2**). IT will next develop an automated reminder email to applicable NYCHA staff (including the applicable PM, APMS, PMS and OMAR) indicating that inspections that are not scheduled or completed within 96 hours have an impact on compliance with the Agreement, and therefore need to be scheduled or completed expeditiously.

Figure 2: Dashboard Tracking Compliance with B.17a Obligations

Actual Reported Month Year ↑≡	Total Completed Mold Busters Verified Complaints by Month	% of Plans Printed Within 5 Days by Month
Jan 2019	68	-
Feb 2019	72	-
Mar 2019	60	-
Apr 2019	333	49
May 2019	531	74
Jun 2019	544	69
Jul 2019	812	54
Aug 2019	1299	66
Sep 2019	1814	63
Oct 2019	1986	71
Nov 2019	1715	69
Dec 2019	1544	69
Jan 2020	1247	75

Action 2 (B.17a): Hiring Resident Communications Coordinators and Increasing Staff Capacity for Initial Inspections

Description of Action 2 (B.17a):

In addition to making further changes to its printing process and implementing the IT enhancements discussed above, NYCHA will put resources in place by July 31, 2020 to improve communication with residents in order to improve inspection timelines.

Implementation of Action 2 (B.17a):

By June 30, 2020, NYCHA will expand the Resident Communication Coordinator (RCC) role portfolio-wide and hire 30 RCCs that will serve as a link between residents and the Property Maintenance staff at a development. Their focus will be on assessing needs and communicating service strategy to achieve resident satisfaction with respect to the mold / leak complaint. RCCs will track highly individualized services and capture complex data and metrics utilizing Maximo. They will use communication tools such as push notifications, and outbound calling to communicate with the residents. RCCs will also be available if residents need service or support and will schedule a time to speak with an RCC to discuss mold or leak related scheduling issues.

NYCHA IT will create, by July 31, 2020, a standard way to track Resident Communication Coordinator correspondence to create structured data.

NYCHA will also identify additional internal candidates, at the APMS level or above, who are trained on Mold Busters and have the sufficient seniority and decision-making authority in order to increase its capacity for conducting initial inspections by March 31, 2020. NYCHA will report on a weekly basis to the Monitor and track its progress. Based on that reporting and the Monitor’s consultation, NYCHA will adjust its staffing.

Note: Actions 1 and 2 also help bring NYCHA into compliance with subpart B.20, “NYCHA shall comply with the terms of orders in Baez vs. NYCHA, No. 13 Civ. 8915, as they may be entered or revised by the Court.” Additionally, the Resident Communication Coordinator position will coordinate all other mold or leak appointments. This will help improve compliance with B.17b and B17c.

Relevant Obligation	
B.17b	For 95 percent of instances in which a resident reports a mold complaint that is subsequently verified or NYCHA identifies mold in a unit, consistent with the NYCHA Standard Procedure SP 040:14:1, Mold/Mildew Control in NYCHA Residential Buildings, Revised December 19, 2018, within five business days of the resident reporting or NYCHA identifying mold in the unit, NYCHA shall remove mold that is visible from within the unit. In the alternative, NYCHA may comply with this standard by remediating the mold and its underlying root cause (i) within 7 days, for repairs that can be performed by a Maintenance Worker or Caretaker, or (ii) within 15 days, for repairs that must be performed by skilled trade workers or other specialized staff in one or more visits. ⁷

Action 1 (B.17b): Eliminating Back-Log of Long-Term Mold Work Orders

Description of Action 1 (B.17b):

NYCHA has been acting to address its long-term mold work orders over the course of the last 8 months:

- July 31, 2019: NYCHA had 107 Mold Busters (mold) work orders, and 1,911 Pre-Mold Busters (mold) work orders open or pending for at least 200 days.
- September 8, 2019: NYCHA began sending individual email action plans to 139 consolidations.
- January 31, 2020: NYCHA has addressed 1,274 long-term mold work order tickets.

As part of this process, property management staff enter weekly updates into NYCHA’s asset management system, Maximo. The Baez Independent Data Analyst and NYCHA track weekly work.

During this process, NYCHA discovered that, while some work orders aged without being addressed because of a lack of resources, others went unaddressed because changes to NYCHA’s internal structure or staff turnover caused the work order to be assigned to the wrong members of NYCHA’s staff in Maximo on an ongoing basis. NYCHA will address both of these issues.

Implementation of Action 1 (B.17b):

First, NYCHA is working with its IT department to reassign work orders to proper “owner groups,” meaning the correct staff, in Maximo by March 30, 2020. Second, NYCHA will address its current resource constraints as outlined in Actions 2 and 3 (B.17b) below.

NYCHA will also continue to provide subsequent lists of priority mold work orders. **Table 2** shows an estimate of the number of work orders in each category as of December 29, 2019.⁸ NYCHA will address 300 parent work orders across both mold categories (Non-Mold Busters and Mold Busters) per week in order to complete the final batch of aging WOs (25 to 49 Days) by July 22, 2020. **Table 3** shows the projected length of time NYCHA will take to address mold aging work orders. NYCHA estimates a total completion timeframe of 24.4 weeks.⁹

⁷ Understanding the differences between the text of Exhibit B., Paragraph 17.b of the HUD Agreement and the analogous provision in the Baez Consent Decree, NYCHA’s action steps under this plan are intended to enable NYCHA to comply with both its requirements under the Baez consent decree and its requirements under the HUD Agreement.

⁸ Stout Risius Ross, LLC. (2019, December 18). NYCHA IDA Reports – HUD Action Plan – Item 8 – Mold and Leaks Separate – HUD Action Plan Item 8_Mold. Retrieved from: https://bi.stoutadvisory.com/#/views/HUDActionPlan-Item8_15741887251770/HUDActionPlanItem8_Mold?iid=2

⁹ Stout Risius Ross, LLC. (2020, January 2). NYCHA IDA Reports – HUD Action Plan – Item 8 – Mold and Leaks Separate – HUD Action Plan Item 8_Mold. Retrieved from: https://bi.stoutadvisory.com/#/views/HUDActionPlan-Item8_15741887251770/HUDActionPlanItem8_Mold?iid=2

Table 2: Mold Long Term Work Orders by Category

Type of Work Order	200+ Days	150 to 199 Days	100 to 149 Days	50 to 99 Days	25 to 49 Days
Pre-Mold Busters	1,909	385	118	7	2
Mold Busters	356	406	987	1,851	1,285
Total	2,265	791	1,105	1,858	1,287

Table 3: Mold Forecasted Time to Complete Long Term Mold Work Orders by Age Group

200+ Days	150 to 199 Days	100 to 149 Days	50 to 99 Days	25 to 49 Days	Grand Total
2,265	791	1,105	1,858	1,287	7,306
7.6 Weeks	2.6 Weeks	3.7 Weeks	6.2 Weeks	4.3 Weeks	24.4 Weeks

Action 2 (B.17b): Hiring Additional Staff in Multiple Trades

Description of Action 2 (B.17b):

With the assistance of the Baez Independent Data Analyst, NYCHA’s Healthy Homes determined that additional staff in multiple trades, including maintenance workers and plumbers are needed to comply with the timeline requirements mandated by the Baez Consent Decree.¹⁰

Implementation of Action 2 (B.17b)

In order to meet the human resource demands of this Action Plan, NYCHA will hire or procure these full-time workers or equivalent through (i) its own staffing process, (ii) vendor contracts, and/or (iii) other means, including provisional hiring. These workers will prioritize mold and leaks. Included in this commitment, NYCHA will have 22 plumbers that will prioritize mold and leaks. These plumbers will prioritize mold complaints, except in cases where emergencies demand a temporary reallocation of this resource. NYCHA will also report on a weekly basis to the Monitor and track its progress, including by providing up-to-date hiring totals for additional staff. Based on that reporting, NYCHA will also work with the Monitor to periodically adjust its staffing model, including, if necessary, this specific commitment to plumber staffing. Under any adjusted model, NYCHA will continue to hire the necessary number of workers to this effort to help ensure it achieves the obligations required under the Agreement. NYCHA will determine by March 2020 which additional staff can be hired more quickly without additional Board approval and which of the additional staff will instead be hired through vendor contracts, whichever is more cost effective. NYCHA’s mold assessment and remediation vendor contracts are discussed in more detail in Action 3.

By March 31, 2020, NYCHA will begin posting and onboarding identified titles related to mold assessment and remediation (and leak related repairs) to build required capacity. NYCHA will have the majority of identified titles in the field by September 30, 2020.

Note: Action 2 also helps bring NYCHA into compliance with subpart B.20, “NYCHA shall comply with the terms of orders in Baez vs. NYCHA, No. 13 Civ. 8915, as they may be entered or revised by the

¹⁰ These estimates are based on assumptions informed by NYCHA including: a 10 percent reduction in mold and leak WOs from 2019 to 2020, a 15 percent reduction in mold and leak WOs from 2020 to 2021(both due to a decrease in mold recurrence based on the implementation of Mold Busters and the transition of 10 developments to the RAD portfolio), and the assumption that 13 percent of current staff’s time is dedicated to mold and leak work orders versus 100 percent of new staff’s time.

Court.” The additional skilled trades and maintenance staff projections account for both mold and leak response.

Action 3 (B.17b): Executing Mold Assessor and Mold Remediator Contracts

Description of Action 3 (B.17b):

NYCHA has executed two Mold Assessor and two Mold Remediator contracts to remediate and repair complex cases of mold. Three additional Mold Remediator contracts will be in place by April 30, 2020. NYCHA has allocated funding to these contracts over the next two years. The Monitor will be notified of all scheduled and completed remediation work and related process every two weeks. NYCHA will identify the vendors to the Monitor upon selection.

A complex mold remediation case is defined to include cases with significant or severe mold and/or water-related damage in residential apartments which require the repair/replacement of cabinetry, ceilings, electrical systems, floor surfaces, plumbing systems, ventilation systems, and wall surfaces – impacting multiple rooms in an apartment and/or multiple floors in a building. By outsourcing the most difficult jobs to contractors, NYCHA will allow in-house staff to focus on meeting the 7 and 15-day repair timelines mentioned in subpart B.17b for remaining work. These contracts could also be leveraged to address complex long-term pending work order tickets.

Implementation of Action 3 (B.17b):

Through the Mold Assessor contracts, NYCHA will assign a NYS-certified mold assessor to inspect apartments with complex cases of mold. The mold assessor will develop a mold remediation work plan which (1) identifies the root cause of mold, and (2) prescribes a method to remediate the cause of mold. A NYCHA Construction Project Manager will administer the completion of each job with the assistance of the mold assessor who will perform a post-remediation quality assurance assessment (this requirement is in the mold assessor contract) to confirm the remediation process was successful. Note that the term “case” refers to a complaint that affects one housing unit.

NYCHA will assign a NYS-certified mold remediator to complete repairs in any apartment where the mold assessor confirms a complex case of mold exists. The mold remediator will make repairs associated with the identification and remediation of the root cause of mold, in accordance with the mold remediation work plan prescribed by the mold assessor. The mold remediator will also make additional repairs as necessary to restore the impacted areas to their original condition. NYCHA will also work with the Baez Independent Mold Analyst to put in place random vendor quality assurance inspections. Quality assurance will be conducted pursuant to the methodology stated in the contracts.

Some vendor driven mold remediation projects may involve comprehensive renovations requiring resident relocation. NYCHA will continue to prioritize vacant and hospitality units for such relocations. NYCHA will prioritize reasonable accommodation requests submitted by residents who document that existing mold and mold-related conditions in their apartment are negatively impacting the health of a member of the household, and work to transfer the family to another apartment unit.

Reasonable Accommodation transfer requests are processed by NYCHA’s Public Housing Reasonable Accommodation Coordinator (PHRAC) using NYCHA’s Tenant Selection & Assignment Plan (TSAP) System, which maintains the unified waiting list of certified public housing applications and transfers. TSAP screens each transfer request based on the priority of the request, the family size, the availability of an apartment unit which matches the family size, and the availability of apartment units based on the resident’s preferences – i.e. geographic area(s) of choice and/or development(s) of choice.

In addition, there are certain complex and/or large- scale repairs which cannot be made while the apartment unit is occupied. In those situations, NYCHA will work to temporarily relocate the family to another apartment unit for the duration of the repair process. NYCHA’s Environmental Health and Safety (EH&S) unit will make determinations on such extreme cases on mold conditions if temporary or permanent relocations are warranted. EH&S has developed a draft guidance outlining a standard relocation evaluation process for NYCHA and will adopt a formal guidance by March 15, 2020. NYCHA will take measures to ensure the temporary relocation minimizes the disruption and impact to the household’s daily lives. If the transfer is within the same development as the household currently resides (intra-transfer), the local Property Management Office will process the transfer. If the transfer is to another development, PHRAC will handle the transfer as described in the previous paragraph.

Note: Action 3 helps bring NYCHA into compliance with subpart B.20, “NYCHA shall comply with the terms of orders in Baez vs. NYCHA, No. 13 Civ. 8915, as they may be entered or revised by the Court.”

Action 4 (B.17b): Restructuring Skilled Trades Scheduling and Improving Communications Practices

Description of Action 4 (B.17b):

Compliance with completing complex work on both mold and leaks is hindered by not only a lack of required skilled trades, but also scheduling and communications inefficiencies. NYCHA will take steps to improve existing processes and develop a new scheduling Standard Procedure that places existing and newly hired skilled trades at the appropriate level of Operational management, incorporates scheduling automation, and improves customer service to manage residents’ expectations regarding the time required to complete complex repairs. NYCHA will adhere to this new Standard Procedure once it is approved by NYCHA management in order to achieve compliance with subpart B.17b.

NYCHA will restructure how skilled trades are dispatched, and by whom they are managed. NYCHA will be shifting from the model of managing by Management Jurisdiction to the Regional Asset Management (RAM) model. Skilled trades will be assigned Regional Asset Managers (RAMs) who will be responsible for planning and scheduling skilled trade work orders.

NYCHA will implement automated sequencing and scheduling based on work order problem codes, work order failure codes, work order priority numbers, and the availability of skilled trades. Consistent with the new Standard Procedure for skilled trades scheduling, the methodology underlying the automated system is based on work order age with the oldest work orders being scheduled first.

NYCHA will also adopt better communication protocols building on the Borough Schedulers’¹¹ current responsibility of scheduling mold WO tickets. These improved communication practices include:

- Creating a record for the “digital handshake” between the Borough Scheduler and the resident. Residents will confirm the conversation happened; both parties will confirm appointment was scheduled;
- Creating ability for the Borough Scheduler to record a cell phone number/email at the moment of confirmation;

¹¹ Borough Schedulers sitting at the borough level will manage the single task of scheduling workers with the input of residents. Next, Resident Communication Coordinators sitting at the more local consolidation level will continuously communicate with the resident in order to help facilitate and ensure access. Both will be using IT solutions that allow them to record and document communications. Please note the Resident Communication Coordinator position is new to NYCHA and will initially be filled with temporary hires (existing Housing Assistants will not be shifted into the role). Additionally, the Resident Communication Coordinator role will be the sole and full-time responsibility of the employee occupying the role.

- Sending automated message to the resident in case an appointment is running late or needs to be rescheduled.

Implementation of Action 4 (B.17b):

Table 4 outlines NYCHA’s timeline for the creation and implementation of the new Standard Procedure and IT solution for skilled trades scheduling. NYCHA will provide the Monitor with the opportunity to review and comment on each draft of the new Standard Procedure. The Standard Procedure will not be finalized until all of the Monitor’s concerns and objections have been addressed, and NYCHA will adjust the proposed date of completion if necessary in order to accommodate the Monitor’s ongoing review of the Standard Procedure.

The working group mentioned in **Table 4** (and again in **Table 6**) was led by OMAR, and composed of the Baez Independent Data Analyst, members of NYCHA’s Customer Contact Center, NYCHA Law, NYCHA Compliance, NYCHA IT, NYCHA’s Deputy Director of Operations, NYCHA’s Director of Maintenance, Repair and Skilled Trades, NYCHA’s Deputy Director of Mixed Finance and other staff including a Supervisor Plumber, a Superintendent and two Development Superintendents. OMAR will own the working group’s deliverables.

Table 4: Timeline for Creation and Implementation of New Scheduling Standard Procedure

Timeline	Task	Outcome
December 1, 2019 – January 31, 2020	Working group meets 3 times to create Standard Procedure for skilled trades scheduling and applicable new business rules.	Scheduling Standard Procedure written and agreed upon by all stakeholders.
February 1, 2020 – April 30, 2020	New Standard Procedure implemented as an IT solution.	IT solution implemented at select locations for testing.
May 1, 2020 – July 31, 2020	Launch IT solution at select locations, train staff at these locations, and make corrections as needed.	IT solution ready to implement NYCHA-wide.
August 1, 2020 – September 30, 2020	IT solution launched NYCHA-wide and staff trained (rolling release).	IT solution launched NYCHA-wide and all applicable staff trained.

*Note: Action 3 also helps bring NYCHA into compliance with subpart B.20, “NYCHA shall comply with the terms of orders in Baez vs. NYCHA, No. 13 Civ. 8915, as they may be entered or revised by the Court.” The automation of skilled trades and maintenance staff response is **for both mold and leak response**. The IT automation will serve to bring NYCHA into compliance with obligation B.17c.*

Action 5 (B.17b): Improving and Repairing Mechanical Ventilation

Description of Action 5 (B.17b):

The Healthy Homes Unit (HHU) has committed Federal and State funding to perform portfolio-wide ventilation upgrades to achieve compliance with subpart B.17b of the HUD Agreement.

Additional work will be completed by the Capital Projects Division (CPD), which has committed funding through the East Harlem Rezoning Ventilation Contracts to also fund the above scope of work. All ventilation work will be complete by June 30, 2021.¹²

¹² The timeline on this initiative is projected to go past HUD Agreement B.17b timelines. As this is a preventative measure and a large project, it will also help achieve compliance with B.15a and B.15c

In order to effectively remediate cases of mold, NYCHA must address its ventilation issues. Approximately sixty five percent of NYCHA apartments have exhaust-only mechanical ventilation, primarily installed in the 1950s and 1960s. NYCHA and the Independent Mold Analyst have identified¹³ aging/difficult-to-maintain roof fans and dust accumulation in local lateral ductwork.

The Independent Mold Analyst (Sothorn, 2019) estimated that exhaust ventilation problems in bathrooms result in excessive shower vapor condensation and contribute to more than 50 percent of mold problems in NYCHA housing.¹⁴ By addressing these ventilation issues, NYCHA can better utilize its limited resources and improve compliance with subpart B.17b.

Implementation of Action 5 (B.17b):

Prioritization of developments for ventilation upgrades is based on the assumption that contractors address approximately 24-50 units per day, per contract. Funding will be used to:

- Design fan replacement projects on a consolidation by consolidation basis;
- Replace aging and single-speed belt-driven fans with modern variable-speed direct-drive fans;
- Clear and clean horizontal ductwork;
- Install in-duct replacement volumetric and fire dampers;
- Replace all vent registers; and
- Associated sealing and retouching.

Priority will be granted to units based on the severity of bathroom mold work order tickets. Six contract sets will engage vendors in the work described above and the Independent Mold Analyst will conduct random inspections of the work. Each contract set will consist of an engineering design contract to specify and size replacement equipment and a contractor contract to execute the design. NYCHA will begin this work by May 1, 2020.

Note: Action 5 also bring NYCHA into compliance with subpart B.20, “NYCHA shall comply with the terms of orders in Baez vs. NYCHA, No. 13 Civ. 8915, as they may be entered or revised by the Court.”

Action 6 (B.17b): Develop a Clear and Enforceable Protocol for Roof and Roof Fan Inspections

Description of Action 6 (B.17b):

NYCHA is developing a new Standard Procedure for Roof and Roof Fan inspections. NYCHA will adhere to its new Standard Procedure once it is approved in order to achieve compliance with subpart B.17b of the HUD Agreement.

The regular inspection and maintenance of roof fans and roofs address two key root causes of mold: poor ventilation and water penetration. While the Ventilation Improvement project in Action 5 will help fully eliminate ventilation issues, it will take time to complete this work across NYCHA’s portfolio. Having a clear and enforceable Standard Procedure for roof fan inspections and repair will be an interim measure to ensure belt driven roof fans continue to provide service, as they need frequent adjustments.

¹³ Southern, B. (2019). *Exhaust Ventilation Pilot Project 530 East 137th Street, Bronx, NY Millbrook Houses Building 4*. New York City: Microecologies, Inc.

¹⁴ Sothorn, B. (2019). *Exhaust Ventilation Pilot Project 530 East 137th Street, Bronx, NY Millbrook Houses Building 4*. New York City: Microecologies, Inc.

Implementation of Action 6 (B.17b):

NYCHA will work with the Independent Mold Analyst to prepare the new Standard Procedure by September 30, 2020. The new Standard Procedure will incorporate the findings of the New York City Office of the Comptroller's Audit Report on NYCHA's Maintenance and Repairs Roofs under warranty.¹⁵ The Audit report recommends that NYCHA develop and provide staff (including Development Superintendents) with a comprehensive policy and procedures manual covering roof inspections, maintenance, repairs, and the preservation and use of warranty coverage.

In developing the new Standard Procedure, NYCHA will consult with subject matter experts, such as the National Roofing Contractors Association (NRCA), real property management professionals, and roof manufacturers, to identify best practices and to consider whether new technologies may offer NYCHA opportunities to improve its performance of these responsibilities. NYCHA will provide the Monitor with the opportunity to review and comment on each draft of the new Standard Procedure. The Standard Procedure will not be finalized until all of the Monitor's concerns and objections have been addressed, and NYCHA will adjust the proposed date of completion if necessary in order to accommodate the Monitor's ongoing review of the Standard Procedure.

Based on the results of the Exhaust Ventilation Pilot Project findings,¹⁶ the Independent Mold Analyst recommended that standardized inspection protocols for the assessment of roof top fan function and local exhaust ventilation in apartments be developed for implementation NYCHA-wide. Specifically, the best practices recommended by the Independent Mold Analyst for incorporation into a new roof fan inspection Standard Procedure are listed below. NYCHA will incorporate these suggestions into the new Standard Procedure:

- Conducting monthly roof and roof fan inspections to ensure roof and roof fan issues are quickly identified and subsequently resolved in a timely manner. During the roof fan inspections, fan speed adjustments on the newly installed variable speed fans will be made in conjunction with the adjustment of the balancing feature of the in-duct exhaust laterals in the apartments served by that roof fan.
- Conducting detailed semiannual and weather-related inspections of roof conditions by qualified individuals.
- Conducting detailed semiannual roof fan inspections and associated preventive maintenance to ensure roof fans are operating properly.
- Documenting the results of all inspections and initiating work orders for the required repairs in a centralized accessible database (Maximo).
- Retaining key data (roof warranties, roof fan warranties, roof specifications and fan specifications) in a centralized accessible database (Maximo).

Note: Action 6 also helps bring NYCHA into compliance with subpart B.17c in preventing leaks from above due to regular inspections and preventative maintenance of roofs; and B.20, "NYCHA shall comply with the terms of orders in Baez vs. NYCHA, No. 13 Civ. 8915, as they may be entered or revised by the Court."

¹⁵ City of New York Office of the Comptroller. (2019). *Audit Report on the New York City Housing Authority's Preventive Maintenance and Repairs on the Roofs under Warranty*. (SE18-059A)

¹⁶ Sothem, B. (2019). *Exhaust Ventilation Pilot Project 530 East 137th Street, Bronx, NY Millbrook Houses Building 4*. New York City: Microecologies, Inc.pp 12.

Action 7 (B.17b): Improving Resident Engagement and Awareness Regarding Mold Prevention

Description of Action 7 (B.17b):

Mold growth is always the result of excessive moisture. Rainwater, plumbing leaks, and broken rooftop fans are not within residents' control. These problems require repair by trained staff. However, certain resident actions can lead to condensation (drops of water and steam) that promotes mold. NYCHA has dedicated a team within its Resident Engagement Department, consisting of Community Coordinators and Associates, who are educating residents on mold prevention and reporting tactics. Resident outreach and awareness activities consist of but are not limited to door-to-door canvassing, phone banking and meeting facilitation. NYCHA will continue to take action to engage residents.

Implementation of Action 7 (B.17b):

Updating "Controlling Mold in Your Apartment" and Providing Notice to Property Managers

First, NYCHA already provides the document titled, "Controlling Mold in Your Apartment" during every mold initial inspection. This document outlines specific steps NYCHA residents can take to address mold (see **Appendix B**). By March 15, 2020, NYCHA will further update the document "Controlling Mold in Your Apartment" to include additional guidance on washers and dryers. Specifically, according to the "Appliance Agreement," an addendum which may be added to the lease between NYCHA and the resident(s), washing machines must be approved by NYCHA staff. Though the resident(s) is responsible for the cost and proper installation of the washing machine, NYCHA will inspect all appliances upon installation, removal, and periodically during the time the appliance is maintained in the apartment. In addition, the Superintendent will approve each washer prior to installation. Dryers are not permitted.¹⁷ NYCHA will also provide a notice to property managers and operations staff which includes a refresher/overview of the washer and dryer policies described above by March 20, 2020.

Identifying Resident Leaders and Community Partners

The new resident engagement solicitation will be sent to the Monitor for review before implementation. Separately, by March 31, 2020, OMAR will identify resident leaders and community partners to communicate steps that residents can take to limit excessive moisture and the potential for mold, by creating a simple and straightforward communication campaign about actions that residents can take. OMAR will retain that partner either through a solicitation or through another agency such as DOHMH. The partner will help develop and finalize a messaging campaign that will focus on behavioral change, targeted campaign messaging, and collateral materials such as window clings, videos, and simple and relatable communication to various age groups.

Resident Engagement Campaign

NYCHA will, by May 1, 2020, initiate a direct engagement informational campaign aimed at educating residents on the critical elements of the Mold Busters Program, and steps residents can take to control and prevent mold growth in residential apartments. The campaign will involve presentations at resident association meetings, resident advisory board meetings, and resident watch meetings; and will involve providing information on the Mold Busters program to the Citywide network of community-based organizations and partners who provide services in support of NYCHA residents.

¹⁷ New York City Housing Authority. (2017, September 7). Appliance Agreement: Air Conditioner/Dishwasher/Freezer/Washing Machine (Clothes). Retrieved from: <http://connect/sites/FRL/Library/150110.pdf#search=air%20conditioner%20agreement>

Targeted Ventilation Outreach

NYCHA will by May 29, 2020 procure a vendor to develop campaign collateral and target dissemination. Twenty-two percent of developments have no mechanical ventilation and rely on windows and residents' action to keep apartments mold free.¹⁸ Targeted collateral and campaign materials will be developed at these locations and distributed with the help of resident leaders. NYCHA will prioritize outreach to developments with the highest number of mold complaints per 100 units and natural ventilation. The proposed outreach schedule for all developments that have window-only bathroom ventilation is in **Appendix E**. This effort will begin on May 1, 2020 and be complete by January 29, 2021.

Lastly, NYCHA will update the Mold Inspection Review plan by April 30, 2020 to have specific information on exactly what the root cause is when mold is identified by staff as 'resident caused.' This information exists in Maximo but is not yet automated to appear on Mold Inspection Review plans.

Note: Action 7 also helps bring NYCHA into compliance with subpart B.20, "NYCHA shall comply with the terms of orders in Baez vs. NYCHA, No. 13 Civ. 8915, as they may be entered or revised by the Court."

Action 8 (B.17b): Ensure All Staff Are Trained to be "Mold and Leak Ready"

Description of Action 8 (B.17b):

NYCHA began training approximately 3,000 staff¹⁹ for the Mold Busters rollout in January of 2019 and completed implementation of "Mold Busters" citywide at all developments on September 2, 2019. Mold Busters (and the related training curricula) involves an updated mold inspection protocol; a new and comprehensive standard remediation procedure; new hands-on training for staff; and new tools for the effective and efficient identification and remediation of mold's root causes.

Continuous training of existing and future staff in the Mold Busters process will ensure knowledge continuity so that NYCHA continues to address mold's root causes during remediation efforts and meets mandates in subpart B.17b of the HUD Agreement.

Implementation of Action 8 (B.17b):

Over the course of the next year, NYCHA will invest in "Mold Ready" knowledge continuity. From January 2020 to December 2020, 511 staff will be trained for the first time. Field training, during which trainers observe and train staff at Development sites, began in April 2019 and will continue beyond the initial rollout.

Cost estimates for January 2020 through December 2020 include the cost of first-time training, field training and Learning and Development's (L&D) training of contract management personnel. Those trained for the first time will attend in-person classes with hands-on exercises (the current Mold Busters training process). Retraining will begin in 2021 (outside the 2-year Action Plan) with the cohort of 2,900

¹⁸ Numbers from this sentence only include developments that have mechanical ventilation in all of their buildings. 3% of developments across the NYCHA portfolio have mixed ventilation strategies, i.e. some buildings in the development rely entirely on natural ventilation while other buildings in the same development rely on entirely on mechanical ventilation. Bushwick is the only development under NYCHA Property Management with forced ventilation in both bathrooms and kitchens according to the list from Capital Projects. Within Bushwick, there are only 4 buildings with ventilation in both bathrooms and kitchens.

¹⁹ All staff with the following titles are trained in Mold Busters - Bricklayer, Caretaker (HA) P, Caretaker (HA) X, Carpenter, Electrician, Electrician's Helper, Glazier, Painter, Plasterer, Plumber, Plumber's Helper, Roofer, Supervisor Bricklayer, Supervisor Carpenter, Supervisor Electrician, Supervisor Glazier, Supervisor Painter, Supervisor Plasterer, Supervisor Plumber, Supervisor Roofer, Assistant Resident Buildings Superintendent, Director, Housing Manager, Maintenance Worker, RAM Regional Asset Manager, Resident Buildings Superintendent.

who were trained during the initial Mold Busters rollout. Employees will be retrained every two years. Four-hour refresher webinars will be used for retraining. First-time training and re-training will be provided by NYCHA’s current Mold Busters training vendor Environmental Education Associates (EEA). Additionally, continuing education will be reinforced by having the PMS/APMS accompany the Independent Mold Analyst during the annual 250 Randomized Inspections and on Special Request Inspections.²⁰

Note: Action 8 also helps bring NYCHA into compliance with B.20, “NYCHA shall comply with the terms of orders in Baez vs. NYCHA, No. 13 Civ. 8915, as they may be entered or revised by the Court.”

Relevant Obligation	
B.17c	For 95 percent of reports to NYCHA of floods, leaks from above, and other conditions that cause sustained or recurrent moisture to flow into a resident’s unit or the walls of the unit, NYCHA shall abate the condition within 24 hours of a report of the condition to NYCHA, and NYCHA shall remove any standing water that resulted from such condition within 48 hours of the report.

Action 1 (B.17c): Increase Staff Capacity for Emergency Leaks

Implementation of Action 1 (B.17c):

In an effort to ensure that emergency leak priorities are addressed, NYCHA’s Emergency Services Department recently hired two (two-person) plumbing teams and a plumbing supervisor that will prioritize this work. The new staff will be dedicated to addressing leak and flooding conditions and will make every effort to abate and/or make permanent repairs where possible.

In addition, on an ongoing basis, the plumbing supervisor will monitor Maximo for plumbing work taking place during the day that will potentially carry over to after-hours operation. The Supervisor will work with NYCHA’s master plumber and with supervisors in the field to address current issues and troubleshoot ongoing/recurring leaks. ESD’s new staff will work Monday through Friday and will be dispatched from 4 to 11 PM (7 hours each evening). The additional staff will add 70 labor hours which should have a positive impact on response times. **Table 5** displays NYCHA’s interim and final compliance milestones for the remaining 1-year of this Action Plan.

Table 5: Achieving B.17c Compliance Milestones

Key Milestones/Deliverables	Planned Complete Date
Monitor compliance with 24-hour emergency response	Ongoing
75% compliance with 24-hour emergency response	4/31/20
85% compliance with 24-hour emergency response	8/31/20
95% compliance with 24-hour emergency response	1/31/21

²⁰ Randomized Inspections and Special Request Inspections are required by the Baez Consent Decree. They are conducted during any process point of any mold remediation work. During an inspection, the Independent Data Analyst or the Independent Mold Analyst review whether NYCHA is doing the work correctly. On average, two of these inspections are conducted each week.

Action 2 (B.17c): Creating New Standard Procedure for Leak Control

Description of Action 2 (B.17c):

Because NYCHA has not maintained a dedicated leak Standard Procedure, the effectiveness of NYCHA’s leak response has varied. This has made it difficult to track trends, provide training and enforce compliance. In December 2019, NYCHA began work with the Baez Plaintiffs, Independent Mold Analyst and Independent Data Analyst to create a new Leak Control in NYCHA Residential Buildings Standard Procedure. NYCHA will adhere to its new Leak Standard Procedure in order to achieve compliance with subpart B.17c of the HUD Agreement. This Standard Procedure will be named, “Leak Control in NYCHA Residential Buildings.” The procedure will:

- Clearly communicate HUD Agreement flood and leak response timeframes:
 - Flooding conditions, leaks from above, and other conditions that cause sustained or recurrent moisture, shall be abated within 24 hours,
 - Standing water related to these conditions shall be mopped up (within 48 hours).
- Provide concrete steps and relevant guidance for:
 - Assessing flooding and leak conditions,
 - Identifying root causes,
 - Correcting root causes,
 - Documenting and escalating capital needs,
 - Restoring, repairing and replacing damaged building materials, and
 - Establishing defined responsibilities and identifying performance metrics.

In addition, the new Standard Procedure will ensure that before wall cavities are closed, any opportunities to replace pipes are explored and pipes are properly insulated.

Implementation of Action 2 (B.17c):

The new Standard Procedure will be created by the March 31, 2020. NYCHA will provide the Monitor with the opportunity to review and comment on each draft of the new Standard Procedure. The Standard Procedure will not be finalized until all of the Monitor’s concerns and objections have been addressed, and NYCHA will adjust the proposed date of completion if necessary in order to accommodate the Monitor’s ongoing review of the Standard Procedure. Once published, the revised Standard Procedure will be posted on the NYCHA intranet. **Table 6** displays more details pertaining to the leak Standard Procedure’s timeline.

Table 6: Timeline for Creation and Implementation of New Leak Standard Procedure

Timeline	Task	Outcome
December 1, 2019 – March 31, 2020	Working group meets 3 times to create Standard Procedure for leak repairs and applicable new business rules.	Leak Standard Procedure written and agreed upon by all stakeholders.
February 1, 2020 – April 30, 2020	New leak Standard Procedure implemented as an IT solution.	IT solution implemented at select locations for testing.
May 1, 2020 – July 31, 2020	Launch IT solution at select locations, train staff at these locations, and tweak as needed.	IT solution ready to implement NYCHA-wide.
August 1, 2020 – September 30, 2020	IT solution launched NYCHA-wide and staff trained (rolling release).	IT solution launched NYCHA-wide and all applicable staff trained.

Relevant Obligation	
B.18	A failure to meet the time frames in subparagraphs (a) and (b) of paragraph 17 shall not constitute a violation of those standards if NYCHA documents that the resident has failed to provide access to the unit; provided; however, that this paragraph only applies to the extent that NYCHA has provided the resident with the opportunity to authorize access in his or her absence

Action 1 (B.18): Provide Residents with the Opportunity to Authorize Access in their Absence

Description of Action 1 (B.18):

NYCHA currently provides each resident with the opportunity to authorize access in his or her absence during the scheduling of the initial mold inspection and any follow-up work order. The below text describes the current practice used by NYCHA to schedule initial inspections and follow-up work orders.

Initial Inspections

First, with respect to an initial inspection, NYCHA’s call center script directs operators to ask resident callers to authorize access in their absence if callers are not available within three days of their call. Specifically, in January 2019, Customer Contact Center representatives began asking residents if they are available the day after or two days after their call. If a resident responds stating that he or she is not available either of these days, NYCHA staff are directed to say the following, “We have to investigate potential mold conditions as soon as we are notified of a mold complaint. Can we access your apartment while you are away?”²¹

Even if a resident does not authorize access in his or her absence, NYCHA staff will place a notice on the resident’s door (the day of the call), indicating that the apartment will be accessed within 48 hours, whether or not the resident is at home. This practice is in line with SP 040:17:3²², “Accessing Public Housing Apartments when tenant not home to address deficiencies related to leaks, mold, and lead-based paint.” The right to entry policy outlined by SP 040:17:3 is permitted under NYCHA leases and must be carried out by development personnel.

Due to the new CCC policy (effective January 2019), NYCHA only records instances of residents’ failure to provide access to a unit for: (1) an initial inspection when the resident misses an appointment that was previously agreed upon during a conversation between the resident and a CCC representative/a conversation between the resident and a borough scheduler or (2) when a resident (or other condition) prevents staff from accessing his/her home when NYCHA staff attempt to enter using the right to entry (48-hour notice) policy.

Staff are instructed to log these instances (described in (1) or (2)) into NYCHA’s Maximo Asset Management system as “Labor” records. Specifically, NYCHA staff have the option of selecting the following values to indicate when a resident has failed to provide access, “NOADULT – No Adult present”, “NORMACCESS – No Room Access,” “RESNOTHOME – Resident Not Home,” “RESREFUSED – Resident Refused,” or “UNSAFECOND – Unsafe Condition.” A selection of “UNSAFECOND” will allow staff to close a work order ticket after one attempt, and a selection of

²¹ M. Jean-Jacques (personal communication, October 28, 2019)

²² New York City Housing Authority. (2017, March 3). SP 040:17:3, Accessing Public Housing Apartments When Tenant Not Home To Address Deficiencies Related to Leaks, Mold, and Lead-Based Paint. Retrieved from: <http://connect/sites/FRL/Library/SP040173.pdf>

“RESREFUSED” will permit staff to close a work order ticket after three attempts. Upon the adoption of this Action Plan, NYCHA Operations staff should be advised to select “UNSAFECOND – Unsafe Condition” only upon identifying a hazard,²³ as defined by NYCHA Standard Procedure (SP) 001:15:3, MAKE IT SAFE PROCESS.²⁴

Follow-Up Work Orders

In contrast to the procedure followed during the scheduling of the initial inspection, there previously had been no requirement for Borough Schedulers to provide residents with the opportunity to authorize access in his or her absence when scheduling follow up repairs (children work orders generated from the initial mold inspection). Instead a 48-hour notice is left by the responding party (maintenance, skilled trades, property management) only if the resident is not home on the agreed upon date or if the resident is difficult to reach after a work order is created (i.e. not answering/returning calls/invalid contact information available).²⁵

Thus, in order to achieve compliance with Paragraph 18 of the Agreement, NYCHA recently implemented a policy requiring Borough Schedulers to provide the resident with the opportunity to authorize access in his or her absence and to have development staff place a 48-hour notice on residents’ doors two days before the day of the next available skilled trades appointment if they state they are not available by the next available skilled trades repair appointment. In the case of an emergency, however, the 48-hour notice policy will not be utilized, and the complaint will be addressed within 24 hours regardless of resident availability. NYCHA implemented this new policy via an email issued to all Borough Schedulers.

Relevant Obligation	
B.19	NYCHA will not close any mold, flood, or “leak from above” work orders as “Resident Not Home,” including any such work orders that NYCHA has not yet verified.

Action 1 (B.19) - Existing Policies Already Prevent Staff from Closing out Mold and Leak Related Complaints

Description of Action 1 (B.19):

In March 2019, NYCHA removed staff’s ability to close leak work orders due to “Resident Not Home.” The Maximo leak problem and failure codes to which this change is applicable are provided in **Appendix C**.

In parallel, on September 2, 2019, NYCHA implemented Mold Busters across its portfolio. The Mold Busters Standard Procedure does not allow NYCHA employees to close mold work orders due to “Resident Not Home.” Only the Office of Mold Assessment and Remediation can authorize the closing of any work order that will be closed because it was created in error or there was another data entry issue. Once the leaks Standard Procedure is in place, the same practice will be instituted for associated leak work orders by September 2020.

²³ NYCHA views this code same as SP 001:15:3 definition of a hazard: “A condition or practice in the workplace, or a job-related activity, that poses a threat to life or health; or a condition with the potential to cause injury, illness, or death.”

²⁴ New York City Housing Authority. (2018, May 15). SP 001:15:3, Make It Safe Process. Retrieved from: <http://connect/sites/FRL/Library/SP001153.pdf#search=make%20it%20safe>

²⁵ C. Faria (personal communication, October 23, 2019)

Relevant Obligation	
B.20*	NYCHA shall comply with the terms of orders in Baez v. NYCHA, No. 13 Civ. 8915, as they may be entered or revised by the Court.

*Obligations for Baez v. NYCHA will go beyond the two-year plan presented in this document.

Action 1 (B.20): Implement the Ombudsperson Call Center Portfolio-wide

Description of Action 1 (B.20):

As required by the Revised Baez Consent Decree, an Ombudsperson was appointed on September 20, 2019. The intent of the Ombudsperson role is to resolve situations in which there exists a disagreement between NYCHA and the resident regarding the facts or circumstances of mold and/or excessive moisture conditions. The Ombudsperson will work to resolve these issues and ensure that necessary repairs are made. The Call Center will allow the Ombudsperson to receive and address a high volume of complaints from NYCHA residents.

To support the Ombudsperson’s activities, NYCHA, the Independent Data Analyst, the Ombudsperson, and the Special Master have worked collaboratively to develop a plan for implementation of the Ombudsperson Call Center (OCC).

Implementation of Action 1 (B.20):

The Ombudsperson will have system-wide authority as of July 1, 2020. The Independent Data Analyst (IDA), who also serves in a support role for the Ombudsperson, has conducted extensive analysis of estimated call volumes and determined that the IDA would be best positioned to develop, launch and maintain the Ombudsperson Call Center. Accordingly, NYCHA, the IDA and the Ombudsperson implemented a pilot Ombudsperson Call Center at Jefferson Houses on November 4, 2019. During a three-month period, the pilot Ombudsperson Call Center analyzed the program to determine the appropriate size of the portfolio-wide Call Center and to identify/address other issues.

In order to inform residents of the Ombudsperson and new Call Center, NYCHA’s General Services Department will update NYCHA’s Neopost software to ensure that the updated Mold Inspection Review Forms (NYCHA 060.846²⁶) generated from founded mold inspections (containing the Ombudsperson’s name and contact information) will be auto mailed to residents of the target development(s).

NYCHA’s Information Technology (IT) Department will: (1) update the Mold Inspection Receipt Form and Mold Inspection Review Form in the Forms & Reference Library for the targeted Developments to include the Ombudsperson name and contact information; (2) ensure that the Maximo location strings for the target development(s) are “made live” to incorporate the updated Mold Inspection Receipt and Review Forms which include the Ombudsperson’s name and contact information; and (3) ensure the updated Mold Inspection Review Forms, which include the Ombudsperson’s name and contact information, are attached to the corresponding founded inspections.

On February 3, 2020, NYCHA, the Independent Data Analyst and the Ombudsperson initiated a phased portfolio-wide roll out of the Ombudsperson Call Center (OCC) that will be completed by July 1, 2020.

Table 7 (below) displays the portfolio-wide roll out schedule.

²⁶ New York City Housing Authority. (2018, December 13). Mold Inspection Review. Retrieved from: <http://connect/sites/FRL/Library/060846.pdf#search=Mold%20inspection%20review%20form>

Table 7: NYCHA Portfolio-wide go-live schedule in messaging residents about the OCC

Borough Grouping	Go Live Schedule
Jefferson Beta Test	11/4/2019
NGO	2/3/2020
Mixed Finance	3/2/2020
Manhattan	4/1/2020
Brooklyn	5/1/2020
Bronx	6/1/2020
Queens/SI	7/1/2020 (End Q2)

NYCHA will continue to use its Mold Busters website to communicate the Ombudsperson Call Center roll-out across its portfolio. In the same way NYCHA communicated the roll-out of the Mold Busters Program, NYCHA will update an interactive map with an upcoming roll-out schedule. Additionally, NYCHA will distribute flyers and communicate with resident leaders ahead of launching the Ombudsperson Call Center functionalities at each planned consolidation.

Action 2 (B.20): Respond to Long-Term Leak Work Orders

Description of Action 2 (B.20):

NYCHA’s strategy for completing aging work orders (described on pages 11-12) also extends to leak work orders. In all cases, NYCHA will continue to prioritize and quickly address emergency leak work orders on a separate track. As of January 31, 2020, NYCHA had also addressed 6,103 of the 9,093 aging leak work order tickets. As part of this process, property management staff enter weekly updates into NYCHA’s asset management system, Maximo. The Baez Independent Data Analyst and NYCHA track weekly work order closure rates in a Tableau dashboard.

Implementation of Action 2 (B.20):

Table 8 shows an estimate of the number of leak work orders in each category as of December 29, 2019.²⁷ NYCHA plans to address 350 parent leak work orders per week to complete the final batch of aging WOs (25 to 49 Days) by March 17, 2021. **Table 9** shows the projected length of time NYCHA will take to address each category of aging work orders and a total completion timeframe of 58.3 weeks.²⁸

Table 8: Leak Long Term Work Orders by Category

Type of Work Order	200+ Days	150 to 199 Days	100 to 149 Days	50 to 99 Days	25 to 49 Days
Leak	9,090	2,433	2,732	3,601	2,547

Table 9: Forecasted Time to Complete Leak Long Term Work Orders by Age Group

200+ Days	150 to 199 Days	100 to 149 Days	50 to 99 Days	25 to 49 Days	Grand Total
9,090	2,433	2,732	3,601	2,547	20,403
26.0 Weeks	7.0 Weeks	7.8 Weeks	10.3 Weeks	7.3 Weeks	58.3 Weeks

NYCHA is also pursuing funding to enter into five leak contracts in order to address long term pending work order tickets and leak complaints arising from Healthy Homes’ coordination with the Ombudsperson Call Center. NYCHA hopes to secure funding by June 2020 and will update the Monitor

²⁷ Stout Risius Ross, LLC. (2020, January 2). NYCHA IDA Reports – HUD Action Plan – Item 8 – Mold and Leak Separate – HUD Action Plan Item 8_Leak. Retrieved from https://bi.stoutadvisory.com/#/views/HUDActionPlan-Item8_15741887251770/HUDActionPlanItem8_Leak?:iid=3

²⁸ Stout Risius Ross, LLC. (2020, January 2). NYCHA IDA Reports – HUD Action Plan - Item 8 – Mold and Leak Separate – HUD Action Plan Item 8 Leak. Retrieved from https://bi.stoutadvisory.com/#/views/HUDActionPlan-Item8_15741887251770/HUDActionPlanItem8_Leak?:iid=3

periodically on efforts to secure that funding. These contracts will provide capacity to complete end to end work related to leak repairs including pipe replacement, asbestos abatement, insulation, plastering, painting, and carpentry. NYCHA will have in place 5 vendor contracts to address complex leaks by September 2020.

General Action: Progressive Discipline Protocols for Non-Compliance

Upon receiving information about a potential violation of SP040:14:1, Mold/Mildew Control in NYCHA Residential Buildings (Mold SP) through the Compliance Complaint Forum, the Court-appointed mold analyst, or other external or internal sources, the Environmental Health and Safety (EH&S) Department will conduct a review of the potential violation to determine if NYCHA staff complied with the Mold SP including, if warranted, undertaking a site inspection. If the EH&S Department identifies deficiencies, the EH&S Department shall prepare a written report and submit its findings to the Compliance Department and OMAR.

The Compliance Department shall review the EH&S Report and, if warranted, prepare a report to be submitted to NYCHA Operations documenting the facts and circumstances of the alleged conduct, specific provisions of the Mold SP violated by the alleged conduct, and recommended corrective actions. The report shall also include recommended templates for instructional memoranda and counseling memoranda for Operations to issue to the staff involved in the deviations. The purpose of the memoranda templates is to ensure consistent and detailed messaging from management across the Authority about the importance of adhering to all provisions of the Mold SP. The report may also identify similar past deviations from the Mold SP for the same staff or the same development as additional documentation warranting consideration.

If the deviations concern development level staff, the Compliance Department will issue the report to the relevant Borough Director and Regional Asset Manager, copying the relevant Vice President for Operations. The management staff that receive the report shall have 5 calendar days (unless such other time is provided by Compliance) to respond in writing to the written findings and recommended corrective actions. The management response must include copies of instructional or counseling memoranda issued to staff; a detailed summary with supporting documentation demonstrating that the incident has been corrected or is scheduled to be corrected; and a brief written plan for preventing the occurrence of such non-compliance in the future.

If Operations' response is unsatisfactory or overdue, Compliance will immediately escalate the matter to the Executive Vice President of Operations and GM, with a copy to the Chair. If non-compliance involves failure to perform required inspections or corrective maintenance, within 5 days from the Management response, the Compliance Department shall coordinate with EH&S and/or QA on appropriate follow-up (e.g., contact with the resident, additional inspections) to determine the matter has been appropriately corrected. If the matter has not been addressed, this information shall also be provided to the GM.

When the EH&S Department and Compliance Department identify willful or grossly negligent deviations from the Mold SP, the Compliance Department may immediately recommend to the GM more significant disciplinary action in accordance with Chapter 20 of the Human Resources Manual.

To track and monitor the metrics established and to ensure that NYCHA staff are accountable for adhering to the requirements of the Mold SP, the Compliance Department shall maintain a record of all written reports, recommended corrective actions, management responses, and supporting materials. The Compliance Department shall prepare a report to the Chair and GM each month documenting the status of these matters. The Compliance Department will use the following criteria in reporting:

- Under investigation: The matter remains under investigation and no written report has been issued to management.
- Management response-pending: A written report has been issued and the Compliance Department is awaiting the management response.
- Management response – accepted – no follow-up: A management response has been accepted and there is no planned follow-up activity.
- Management response – accepted – follow-up: A management response has been accepted but the Compliance Department, EH&S, and/or the QA Unit (QA) intend to follow-up in 30 days to verify the matter has been corrected. If the matter has been concluded, the status should be changed to “Management response – accepted – no follow-up.”
- Escalation: The matter is escalated because the Compliance Department, EH&S and QA do not accept the management response.
- Escalation after follow-up: The matter is escalated because the Compliance Department, EH&S, and QA’s follow-up has identified new facts that indicate the matter was not, in fact, resolved.
- Escalation – Unresolved: The matter has not been resolved following escalation due to lack of timely response or because management, in the view of Compliance, EH&S, and/or QA, has not adequately addressed the non-compliance.
- Escalation – Resolved: The matter has been resolved following escalation to the satisfaction of Compliance, EH&S, and/or QA.
- Escalation – Resolved – Continued Monitoring: The Compliance Department, EH&S and/or QA plans to conduct follow-up monitoring on matters otherwise deemed resolved.

This report and all supporting materials will also be made available to the Monitor. The Compliance Department shall use this report to identify trends or gaps in processes, which will be used to inform additional training or written guidance to staff.

In the Baez Required Q22 Report (August 1, 2019 through October 31, 2019), the Compliance Department focused on Mold Busters “Unfounded” cases, because the percentage of such cases were high in the previous report. The Independent Data Analyst reported that **47 percent**²⁹ of all mold-related work orders under the Mold Busters 2.0 Standard Procedure were classified as Unfounded (whereby the recorded data indicated there was no mold growth, no water damage, and no excessive moisture) and therefore no remediation work was conducted. The inspections for some of these cases were conducted in an unusually short amount of time (less than 5 minutes), raising further concerns about the integrity of the inspection process for these work orders.

In Quarter 22, **25 percent**³⁰ of Mold Busters work orders were classified as being “Unfounded”, a significant reduction from the previous quarter.

²⁹ mp, N. (2019). *Independent Data Analyst Progress as of September 3, 2019 Baez v. NYCHA*. New York City: Stout Risius Ross, LLC. pp 2

³⁰ Steinkamp, N. (2019). *Leak, Mold and Excess Moisture Remediation Compliance Report – August 1 – October 31, 2019*. New York City: Stout Risius Ross, LLC. pp 13

Appendices

Appendix A: Mold Inspection Review Plan



Notice: Mold Inspection Review

11/04/18

JANE DOE
100-10 100TH STREET 3G
QUEENS, NEW YORK 11433

On **10/31/18** NYCHA conducted the initial inspection for work order # **60070080** NYCHA has found mold, water damage, and/or a moisture level indicating excessive moisture and/or a possible leak.

The likely root cause is: **LEAK ABOVE OR ASIDE**

Based on this root cause and the remediation method selected, follow-up work orders have been automatically generated. Below is a summary of the work that is needed to correct this root cause and remediate the mold or moisture condition:

Work Order #	Failure Class	Problem Code	Craft	Estimated Scheduled Date
62711365	Floor	FloorTilesDML	Maintenance	
62711366	Floor	Needs Cleaning	Caretaker	11/11/18
62645326	Mildew Condition	Mildew	Painter	11/13/18

If you do not have a scheduled date listed above, NYCHA will contact you to schedule appointments needed to complete the repairs or to discuss next steps if capital repairs are needed to remediate mold or moisture in your unit.

NYCHA is committed to completing all mold and excessive moisture work orders within 7 days for simple repairs and 15 days for complex repairs, starting from the date that the initial complaint is reported to the Customer Contact Center. If resident access is not provided for the scheduled follow-up appointments, NYCHA may use its right to access a resident's apartment, immediately after providing 48 hours' notice, as indicated in the NYCHA Resident Lease Agreement.

A final quality assurance re-inspection will be conducted by NYCHA staff 30 to 45 days after the necessary work orders are completed to ensure that the mold and excessive moisture remediation work was done correctly and effectively.

If you have any concerns regarding this notice or repair, you can reach the Ombudsperson Call Center (OCC) at 1-888-341-7152 or at <https://ombnyc.com/>. If OCC cannot resolve your concerns, they will contact Cesar De Castro, the Ombudsperson, to resolve the issue.

A translation of this document is available in your management office.
La traducción de este documento está disponible en la Oficina de Administración de su residencial.
所居公房管理处備有文件譯本可供索取。
所居公房管理处备有文件译本可供索取。
Перевод этого документа находится в офисе управления Вашего жилищного комплекса.

Appendix B: Enclosure Form Provided to NYCHA Residents After the Completion of each Initial Mold Inspection.

NEW YORK CITY HOUSING AUTHORITY PUBLIC HOUSING DEPARTMENT

Controlling Mold In Your Apartment

What is Mold?

The New York City Department of Health and Mental Hygiene (DOHMH) defines mold as a fungus that grows in damp areas like bathrooms and kitchens. Mold comes in various colors and textures and produces a musty, stale, or earthy odor. Mold can cause allergic reactions or other health problems in some people and can trigger asthma attacks.

How to Clean Mold Safely In Your Home:

According to DOHMH, mold should be cleaned/remediated by trained building maintenance staff. Mold on bathroom tile grout (around bathtubs) is common. Residents can control this growth with thorough and frequent use of household cleaners. Residents can also clean minor discoloration (gold or light-brown spots) that forms on bathroom walls/ceilings after showering to help prevent mold growth.

- However, residents with asthma or mold allergies should **not** conduct this work.
- The use of bleach can be hazardous and should be used **only** in diluted solutions (1 part bleach to 10 parts water).

Tips for Preventing Mold:

Mold growth is **always** the result of excessive moisture, which can occur from:

- 1) Rainwater leaking through roofs or entering through building walls.
- 2) Plumbing leaks (either from within the apartment or from above).
- 3) Condensation (drops of water) that forms on surfaces when warm, moist (humid) air comes into contact with cooler surfaces.
- 4) Lack of adequate ventilation (air flow).

Rainwater, plumbing leaks, and broken rooftop fans are not within residents' control. These problems require repair by trained staff. However, **condensation (drops of water and steam) is a common cause** of excessive moisture that promotes mold, especially in bathrooms.

Here's what you can do to limit excessive moisture and the potential for mold in your bathroom:

- **Exhaust ventilation** is the key to controlling high humidity in bathrooms. Make sure your bathroom exhaust works by holding a piece of tissue to the bathroom exhaust grill to ensure there is suction (the tissue should stick to grill). If there is no suction, call the Customer Contact Center.



- If your bathroom exhaust vent grill is clogged with dust, report the issue by calling the Customer Contact Center.
- Don't use shower racks/clothes lines above bathtubs.
- Open bathroom windows and doors after showering.
- In the summertime, use an air conditioner.
- Open windows slightly when the weather allows.
- Request repairs for leaky plumbing or other water leaks as soon as possible.

If you have mold growth, excessive moisture, or a plumbing or rainwater leak, please call the Customer Contact Center at 718-707-7771 to report the issue.

A translation of this document is available in your management office.
La traducción de este documento está disponible en la Oficina de Administración de su residencial.
Перевод этого документа находится в Вашем домоуправлении.
所居公房管理處備有文件譯本可供索取。
所居公房管理处备有文件译本可供索取。

Appendix C: Work Orders Cannot be Closed with the Failure and Problem Codes Shown Below Due to Residents' Unavailability as of March 2019

Failure Code	Failure Description	Problem Code	Problem Description
PIPES	Pipes	PIPESLEAK	Pipes Leaking
CEILING	Ceiling	CEILINGLEAKFROMABOVE	Ceiling Leak from Above
LEAKFROMABOVE	Leak from Above	ABOVETHESINK	Above the Sink
		CONSTANTDRIPPING	Constant Dripping
		CONSTANTLEAKING	Constant Leaking
		FLOODING	Flooding
		LEADBENDLEAKING	Lead Bend Leaking
		LEAKOVERBATHTUB	Leak Over Bathtub
		OVERTOILET	Over Toilet
		OVERWINDOW	Over Window
		SHOWERLEAKING	Shower Leaking
WATERPENETRATION	Water Penetration		
DRAINS	Drains	FLOODING	Flooding
ROOFTOP	Rooftop	FLOODING	Flooding
SINK	Sink	STOPPAGEWITHFLOODING	Stoppage with Flooding
TERRACE	Terrace	FLOODING	Flooding
TOILET	Toilet	OVERFLOWING	Overflowing

Appendix D: Glossary of Terms

APMS: Assistant Property Maintenance Supervisor

Asset: An asset is any facility / building / structure, equipment, machinery, or technology that NYCHA owns or leases that needs to be maintained.

Belt-driven exhaust fans: In a belt driven configuration, the motor exists independently of the fan blades and at least one belt – sometimes more – connects the motor to the fan’s moving parts.

Capital Project: A large-scale renovation or replacement of an asset or building system.

Caretakers: Development staff whose job responsibilities includes, but are not limited to, building/common space cleaning, material deliveries, operation of storeroom, etc.

Chronic Respiratory Illnesses: Chronic Respiratory Illnesses are diseases of the airways and other structures of the lung. Some of the most common are chronic obstructive pulmonary disease (COPD), asthma, occupational lung diseases and pulmonary hypertension. In addition to tobacco smoke, other risk factors include air pollution, occupational chemicals and dusts, and frequent lower respiratory infections during childhood.

Direct-drive VFD fans: In a direct drive configuration, the fan motor that controls the movement of the fan blades is connected either to a shaft or fan axle. Thus, the fan blades will rotate at the same speed as the motor rotates.

Fungicidal paint: A protective coating of paint that can be used to paint over and kill all existing mold, mildew, moss, fungi, odor causing bacteria and any other fungal organisms.

Maintenance Worker: Development staff who assist in the routine maintenance, operation and repair of public buildings, structures, and the equipment they contain and perform related work.

Maximo: NYCHA’s asset management software system for coordinating maintenance and repair work.

Mechanical ventilation: A bathroom vent fan is a mechanical ventilation device that exhausts indoor air to the outdoors via a flexible tube or metal duct.

Mold Busters: A NYCHA program to effectively and efficiently remediate mold in accordance with industry standards. The program implemented a new standardized process for addressing resident mold complaints as of September 2, 2019. This process consists of a new initial inspection and record keeping procedures that require NYCHA staff to identify and resolve the underlying causes of each resident mold complaint. The new procedure also mandates that staff use industry standard tools to view behind walls, measure airflow and detect surface moisture/humidity in order to detect mold’s root causes. Finally, it mandates a quality assurance inspection once all work is finished to ensure that NYCHA has corrected all issues before closing out the resident’s complaint. repairs.

Ombudsperson: An independent, Special Master-appointed individual who has the power to investigate mold and excessive moisture complaints and to order appropriate relief.

Periodic Report: The reporting required under the revised Baez Consent Decree. The purpose of each Periodic Report is to measure NYCHA’s compliance with the Baez Consent Decree. Each Periodic Report shall be submitted to the Federal Court (Southern District of New York) and shall include a written certification, signed under penalty of perjury by an authorized NYCHA manager familiar with its contents.

Physical Needs Assessment: NYCHA’s Physical Needs Assessment is an accounting of the short-term and long-term capital needs, including apartment, architectural, electrical, mechanical, and site needs for each development. These estimates help inform the capital planning for infrastructure improvements, modernization, and other systematic upgrades. The PNA of NYCHA’s 328 developments is performed every five years.

PM: Property Manager

PMS: Property Maintenance Supervisors

Prefabricated Modular Housing: Prefabricated homes built in sections in a home building facility then moved to a home site and assembled.

Preventative Maintenance: Regularly performed work on a piece of equipment to maintain a state of good repair.

Skilled Trade Workers: Staff who specializes in a specific craft such as painters, carpenters, roofers, etc.; tasked with addressing more complex repairs that are out of the scope of a maintenance worker.

Special Master: Professor Francis McGovern who was appointed by the Southern District of New York (the Court) on February 1, 2016, to investigate NYCHA's failure to comply with the Baez Consent Decree and to make recommendations to the Court concerning steps that should be taken to bring NYCHA into compliance.

Vendor: A third party under contract with NYCHA.

Work Order: A Work Order specifies the particular work to be accomplished, along with identifying the labor, materials, services, and tools needed to complete the work.

Acronyms and Abbreviations	
CCC	NYCHA Customer Contact Center
CEMP	Comprehensive Emergency Management Plan
CPD	NYCHA Capital Projects Division
DEC	New York State Department of Environmental Conservation
DEP	New York City Department of Environmental Protection
DFTA	New York City Department for the Aging
DOB	New York City Department of Buildings
DYCD	New York City Department of Youth and Community Development
EHS	NYCHA Environmental Health and Safety Department
EPA	United States Environmental Protection Agency
EPC	Energy Performance Contract
FP&A	NYCHA Financial Planning & Analysis
MW	Maintenance Worker
MOU	Memorandum of Understanding
NESHAP	National Emission Standards for Hazardous Air Pollutants
NYPA	New York Power Authority
OEM	NYCHA Office of Emergency Management
OMAR	Office of Mold Assessment and Remediation
PACT	Permanent Affordability Commitment Together
PNA	Physical Needs Assessment
PTAD	NYCHA Performance Tracking and Analytics Department
QAU	Quality Assurance Unit
RAD	Rental Assistance Demonstration
RCFA	Root Cause Failure Analysis
RTA	Resident Training Academy
SWA	Steven Winter Associates
WAP	Weatherization Assistance Program

Appendix E: Proposed Outreach Schedule for Developments with Natural Ventilation

Consolidation	Development Name	Resident Outreach Start	Resident Outreach Complete
Harlem River	EASTCHESTER GARDENS	4/1/2020	4/10/2020
Throggs Neck	THROGGS NECK	4/16/2020	4/24/2020
Pelham Parkway	PELHAM PARKWAY	4/30/2020	5/8/2020
Forest	FOREST	5/14/2020	5/22/2020
Sackwern	CLASON POINT	5/29/2020	6/8/2020
Bronx River	BRONX RIVER	6/12/2020	6/22/2020
Albany	WEEKSVILLE GARDENS	4/1/2020	4/10/2020
Reid	FENIMORE-LEFFERTS	4/16/2020	4/24/2020
Park Rock	HOWARD AVENUE	4/30/2020	5/8/2020
Breukelen	BREUKELEN	5/14/2020	5/22/2020
Glenwood	GLENWOOD	5/29/2020	6/8/2020
Kingsborough	KINGSBOROUGH	6/12/2020	6/22/2020
Whitman	WHITMAN	6/26/2020	7/7/2020
Borinquen Plaza	BORINQUEN PLAZA I	7/13/2020	7/21/2020
Marcy	MARCY	5/14/2020	5/22/2020
Red Hook	RED HOOK EAST	8/10/2020	8/18/2020
Ingersoll	INGERSOLL	8/24/2020	9/1/2020
Gowanus	GOWANUS	9/8/2020	9/16/2020
Brevoort	BREVOORT	9/22/2020	9/30/2020
Park Rock	PARK ROCK REHAB	10/6/2020	10/15/2020
Farragut	FARRAGUT	10/21/2020	10/29/2020
Williamsburg	WILLIAMSBURG	11/5/2020	11/16/2020
Saint Nicholas	SAINT NICHOLAS	4/1/2020	4/10/2020
Johnson	JOHNSON	4/16/2020	4/24/2020
Lower East Side	LOWER EAST SIDE REHAB (GROUP 5)	4/30/2020	5/8/2020
Vladeck	VLADECK II	5/14/2020	5/22/2020
Wald	WALD	5/29/2020	6/8/2020
Vladeck	VLADECK	6/12/2020	6/22/2020
First Houses	FIRST HOUSES	6/26/2020	7/7/2020
Harlem River	HARLEM RIVER	7/13/2020	7/21/2020
Rangel	RANGEL	7/27/2020	8/4/2020
Riis	RIIS II	8/10/2020	8/18/2020
Riis	RIIS	8/24/2020	9/1/2020
Boulevard	BELMONT-SUTTER AREA	4/1/2020	4/10/2020
Amsterdam	AMSTERDAM	4/16/2020	4/24/2020
Samuel	SAMUEL (CITY)	4/30/2020	5/8/2020
Melrose	MELROSE	4/1/2020	4/10/2020
Brownsville	BROWNSVILLE	4/16/2020	4/24/2020
Mitchel	MITCHEL	4/30/2020	5/8/2020
Lincoln	LINCOLN	5/14/2020	5/22/2020
Patterson	PATTERSON	5/29/2020	6/8/2020
East River	EAST RIVER	6/12/2020	6/22/2020
South Jamaica	SOUTH JAMAICA I	4/1/2020	4/10/2020
Redfern	REDFERN	4/16/2020	4/24/2020
South Beach	SOUTH BEACH	4/30/2020	5/8/2020
South Jamaica	SOUTH JAMAICA II	5/14/2020	5/22/2020
Pomonok	POMONOK	5/29/2020	6/8/2020
Astoria	ASTORIA	6/12/2020	6/22/2020
Baisley	FHA REPOSSESSED HOUSES (GROUP VIII)	6/26/2020	7/7/2020
Baisley	FHA REPOSSESSED HOUSES (GROUP III)	7/13/2020	7/21/2020

Todt Hill	TODT HILL	7/27/2020	8/4/2020
Queensbridge	QUEENSBRIDGE NORTH	8/10/2020	8/18/2020
Queensbridge	QUEENSBRIDGE SOUTH	8/24/2020	9/1/2020
Baisley	FHA REPOSSESSED HOUSES (GROUP II)	9/8/2020	9/16/2020
Woodside	WOODSIDE	9/22/2020	9/30/2020
Baisley	FHA REPOSSESSED HOUSES (GROUP X)	10/6/2020	10/15/2020
Latimer	BLAND	10/21/2020	10/29/2020
Baisley	FHA REPOSSESSED HOUSES (GROUP IX)	11/5/2020	11/16/2020
Baisley	FHA REPOSSESSED HOUSES (GROUP VI)	11/20/2020	12/1/2020
Baisley	FHA REPOSSESSED HOUSES (GROUP I)	12/7/2020	12/15/2020
Latimer Gardens	REHAB PROGRAM (COLLEGE POINT)	12/21/2020	12/30/2020
Baisley	FHA REPOSSESSED HOUSES (GROUP V)	1/6/2021	1/14/2021
West Brighton	WEST BRIGHTON II	1/21/2021	1/29/2021

Appendix F: Development Specific Roof Asset and Action Plans



Mold Action & Asset Plan for 1010 East 178th Street

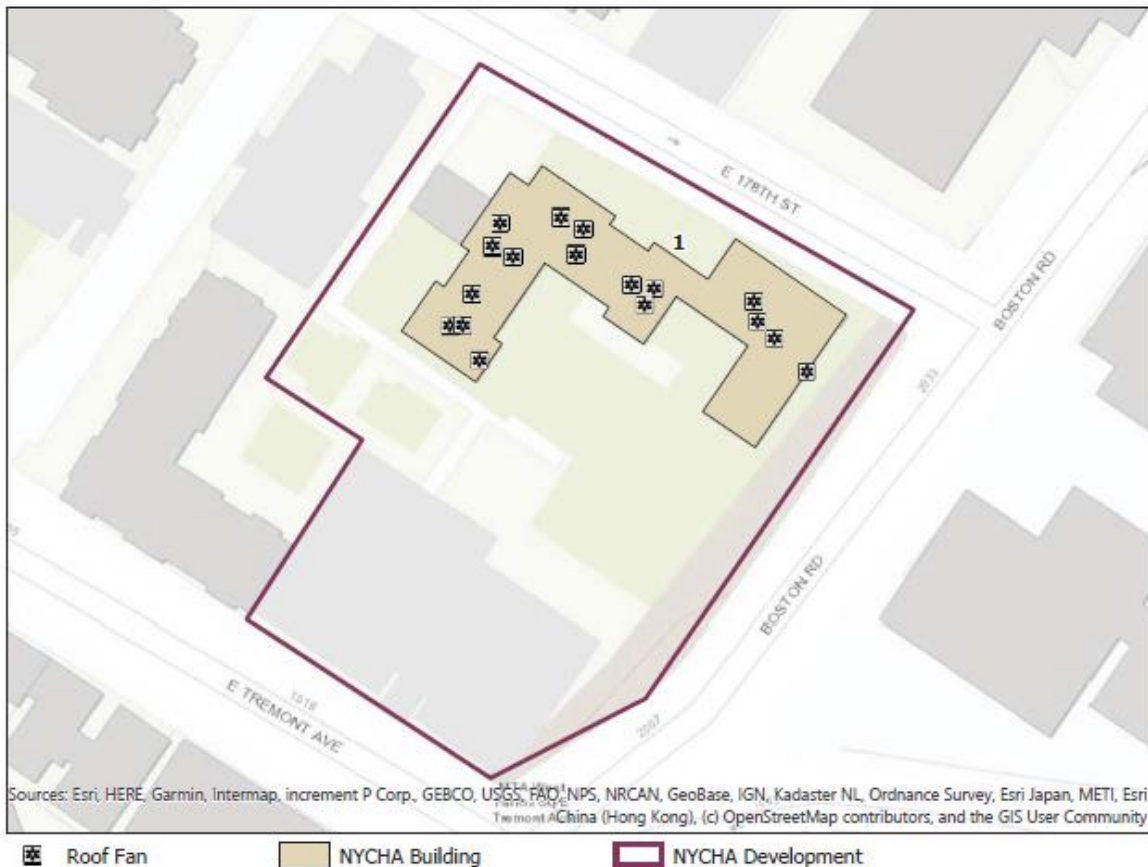


Development Info	
Borough	Bronx
Managed By	1010 East 178th Street
# of Buildings	1
# of Apartments	220
Total Population	450
% of Population Over 62	20%
% of Population Under 6	7%

Ventilation Info	
% of Buildings Forced	100%
% of Buildings Natural	0
# of Roof Fans	17
Roof Fan Modernization Schedule	
Resident Outreach	TBD
Project Start	TBD
Project End	TBD
Project Owner	OMAR

Roof Replacement Schedule	
Projected Completion Date	N/A
Current Project Phase	Planning
Phase % Complete	N/A
Project Cost	TBD
Projected PACT Conversion	N/A

No Building with Roof Warranty in this Development.



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